

GRESHAM CITY COUNCIL  
**WORK PLAN**  
GRESHAM REDEVELOPMENT COMMISSION



JAN. 3, 2012

CITY OF  
GRESHAM

**GRESHAM**  
REDEVELOPMENT COMMISSION



## CITY OF GRESHAM

## Office of the Mayor and City Council

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Gresham, OR 97030-3813  
(503) 661-3000

Jan. 3, 2012

Dear Fellow Residents:

Every year for the past six the Gresham City Council has adopted an annual Work Plan to guide and showcase the City's portfolio of public-improvement efforts. Its purpose is to provide greater focus and transparency on City operations, to provide a roadmap for citizen involvement and to more actively engage our customers in everything we do.

This year is no different – with one important exception.

The 2012 Work Plan also incorporates the Gresham Redevelopment Commission's 12-month scope of work, a change we hope will heighten public awareness of the full spectrum of projects being undertaken for the betterment of Oregon's fourth-largest city. Members of the Gresham City Council also serve as Gresham Redevelopment Commissioners, so we are pleased to share our broad plan of action in one efficient, user-friendly document.

We hope you like the result.

Of course, these projects evolve from input we receive directly from our residents, including the dedicated volunteers who serve on a variety of Citizen Advisory Committees. We are grateful for that input. And we invite you to use the Work Plan and its projected milestones to monitor our progress in the important months ahead.

Sincerely,

Shane T. Bemis  
Mayor

Karylin Echols  
Council President

Josh Fuhrer  
City Councilor

John Kilian  
City Councilor

Lori Stegmann  
City Councilor

Paul Warr-King  
City Councilor

David Widmark  
City Councilor

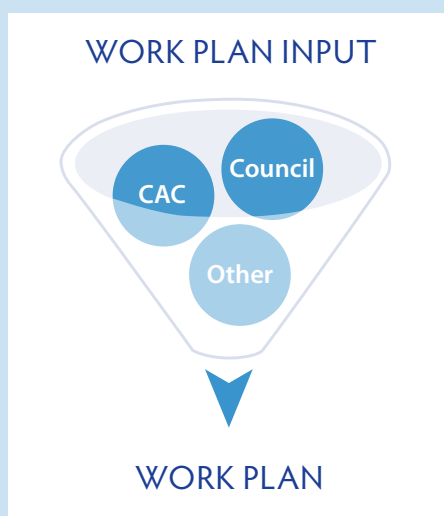
# OVERVIEW

## PURPOSE OF THE WORK PLAN

- ♦ Align the work of the organization with the vision and direction of the Gresham City Council and the Gresham Redevelopment Commission
- ♦ Create a long-term focus, ensuring that the City achieves prosperity, viability and livability
- ♦ Monitor the performance and outcomes of the City
- ♦ Provide transparency

### WORK PLAN PROJECTS ARE DIVIDED INTO THREE GENERAL CATEGORIES:

BUILDING COMMUNITY • REALIZING OPPORTUNITY • PRACTICING SUSTAINABILITY



Projects come from several primary sources:

- ♦ Council and Commission discussions and deliberations
- ♦ Recommendations from the Citizen Advisory Committees (CACs)
- ♦ Staff input
- ♦ Regulations, agreements and partnerships with Federal, State, regional and local agencies

## HOW THE WORK PLAN FITS INTO THE BIGGER PICTURE

Outside the scope of the Work Plan, the City also carries out a vast array of routine and operational activities that keep Gresham running including:

- ♦ Emergency response
- ♦ Permitting
- ♦ Water and Wastewater services
- ♦ Essential functions that must occur to respond to a population of more than 105,000 and territory exceeding 22 square miles



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BUILDING  
COMMUNITY  
COUNCIL WORK PLAN PROJECTS

2012

## CENTRAL ROCKWOOD PLAN

**PROJECT OWNER** Kia Selley, Urban Design & Planning

This project will examine existing conditions, barriers to desired development and land-use opportunities, proposing Comprehensive Plan amendments implementing the City's vision for Rockwood. This includes:

- ✦ Land uses
- ✦ Commercial locations
- ✦ Floor-area ratios
- ✦ Density requirements
- ✦ District boundaries

The Central Rockwood land-use plan was adopted in 1998 and includes the Station Center, Rockwood Town Center and Corridor Districts generally located between the city limits and 202nd Avenue and between Glisan and Yamhill streets.

### COUNCIL ACTIONS REQUIRED

Policy direction on project issues  
Policy direction on the project preferred alternative  
Hearing on Comprehensive Plan Amendments  
Enactment



*Rockwood  
Sunrise by  
Dan Corson*

### OUTREACH/COMMUNICATION

A Public Participation Plan will be developed including:

- ✦ Planning Commission work sessions and a Planning Commission public hearing
- ✦ A series of Community Forums and an Open House
- ✦ Stakeholder and/or focus group meetings, as well as meetings as needed with the Rockwood Neighborhood Association, Rockwood Business Coalition, the Gresham Redevelopment Commission Advisory Committee, the Developer Group and the Neighborhood Coalition
- ✦ Information on the City's website, in the GRESHAM newsletter and shared via an interested parties list and City social media channels

### PROJECT TIMELINE (PROJECT EXTENDS INTO 2014)

2012 QUARTERS



Meeting legend: CC= City Council CF=Community Forum OH=Open House PC= Planning Commission



## DEVELOPMENT CODE IMPROVEMENT PROJECT – 5

**PROJECT OWNER** Kia Selley, Urban Design & Planning

This project will complete Round 5 of the Development Code Improvement Project, a multi-year effort to improve the effectiveness of the Development Code. This year's effort will:

- Clarify the Land-Use Classification System, through new code amendments, so that it uses consistent definitions and categories, adds a process for interpreting code and similar uses and clarifies the City's process for permitting special uses
- Update City policies and codes for Renewable Energy, through proposed code amendments, replacing those that are more than 20 years old

Both actions carry out Council policy direction from 2011.

### COUNCIL ACTIONS REQUIRED

Policy direction on the Renewable Energy preferred alternative

Hearing on Land-Use Classification System and Renewable Energy Comprehensive Plan Amendments

Enactment of Land-Use Classification System and Renewable Energy Code changes

Solar panels,  
Wastewater  
Treatment  
Plant

### OUTREACH/COMMUNICATION

A Public Participation Plan has been developed for each project component, including:

- Planning Commission work sessions and a Planning Commission public hearing
- Natural Resources & Sustainability Committee work sessions on Renewable Energy
- Renewable Energy community forums and an open house; Renewable Energy meetings with stakeholder focus groups, the Developer Group and the Neighborhood Coalition. (Community Forums for the Land-Use Classification System component were held in 2011.)
- Information on the City's website, in the GRESHAM newsletter and shared via an interested parties list and City social media channels



### PROJECT TIMELINES

#### LAND USE CLASSIFICATION SYSTEM

2012 QUARTERS	1	2	3	4
	PC – Draft Code	CC – Hearing		
	PC – Hearing	CC – Enactment		

#### RENEWABLE ENERGY

2012 QUARTERS	1	2	3	4
	PC – Alternatives	CC – Preferred Alternative	PC – Hearing	CC – Enactment
	PC – Preferred Alternative	OH – Draft Code	CC – Hearing	
	CF – Preferred Alternative	PC – Draft Code		

Meeting legend: CC= City Council CF=Community Forum OH=Open House PC= Planning Commission



## DEVELOPMENT CODE IMPROVEMENT PROJECT – 6

**PROJECT OWNER** Kia Selley, Urban Design & Planning

This project begins the sixth round of the Development Code Improvement Project, a multi-year effort to improve the effectiveness of the Development Code. This round will:

- Evaluate if and how the City regulates food and beverage carts
- Examine temporary uses, addressing the definition, time limits, renewals, design considerations and use of accessory structures
- Clarify and consolidate Tree Codes to make them easier to understand and implement. This carries out an action measure of the Council-adopted Urban Forestry Management Plan.

### COUNCIL ACTIONS REQUIRED

Policy direction on project issues

Policy direction on the project preferred alternative

Hearing on Comprehensive Plan Amendments

Enactment

### OUTREACH/COMMUNICATION

A Public Participation Plan will include:

- Planning Commission work sessions and a Planning Commission public hearing
- Natural Resources & Sustainability Committee work sessions on Tree Code Improvement
- Urban Forestry Subcommittee input on Tree Code Improvement
- Community Forums and an Open House; stakeholder and/or focus group meetings; and meetings as needed with the Developer Group and the Neighborhood Coalition
- Information on the City's website, in the GRESHAM newsletter and shared via an interested parties list and City social media channels



*Tree roots buckle a sidewalk.*

### PROJECT TIMELINE (PROJECT EXTENDS INTO 2013)

#### 2012 QUARTERS



Meeting legend: CC= City Council CF=Community Forum OH=Open House PC= Planning Commission

## DOWNTOWN PLAN CODE UPDATE

**PROJECT OWNER** Kia Selley, Urban Design & Planning

This project continues the 2011 Downtown Plan Review project to remove development barriers and to attract new development, while meeting the vision for Downtown. Following Council direction from 2011, Code amendments will be drafted to address:

- ✦ Floor-area ratio
- ✦ Street cross-section feasibility
- ✦ Review of small projects and renovations
- ✦ Minimum parking
- ✦ Other minor Code issues

### COUNCIL ACTIONS REQUIRED

Hearing on Comprehensive Plan Amendments

Enactment

### OUTREACH/COMMUNICATION

The Public Participation Plan includes:

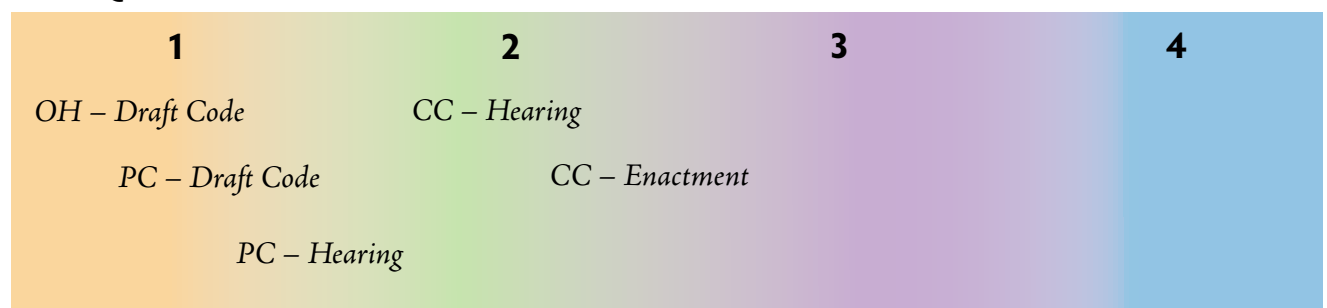
- ✦ Planning Commission public sessions, and a 2012 public hearing
- ✦ Community Forums (*held in 2011*) and an Open House (*January 2012*)
- ✦ Focus group meetings with Downtown business owners and stakeholders, the Developer Group and the Neighborhood Coalition
- ✦ Information on the City's website, in the GRESHAM newsletter and shared via an interested parties list and City social media channels



*3rd Central building*

### PROJECT TIMELINE

#### 2012 QUARTERS



Meeting legend: CC= City Council CF=Community Forum OH=Open House PC= Planning Commission

## HOUSING POLICY

**PROJECT OWNER** Kia Selley, Urban Design & Planning

This project will complete 2011 Housing Policy work, resulting in a long-term strategy for meeting and investing in Gresham's housing needs. It will address:

- Types and amount of housing required by various economic segments
- Housing need based on current and projected population
- Existing conditions, challenges and opportunities in the City's housing market

### COUNCIL ACTIONS REQUIRED

Policy direction on project issues

Policy direction on the project preferred alternative

Hearing on Comprehensive Plan amendment on Housing Policy

Ordinance Enactment

### OUTREACH/COMMUNICATION

A Public Participation Plan was developed, including:

- Planning Commission work sessions, and a public hearing
- Community Development and Housing Subcommittee work sessions
- Community Forums and an Open House; Stakeholder and/or focus group meetings; meetings with the Developer Group and the Neighborhood Coalition
- Information on the City's website, in the GRESHAM newsletter and shared via an interested parties list and City social media channels



### PROJECT TIMELINE (PROJECT EXTENDS INTO 2013)

#### 2012 QUARTERS

1	2	3	4
CF - Issues	CC - Issues	CF - Preferred Alternative	OH - Draft Policy
PC - Issues	CF - Alternatives	PC - Preferred Alternative	PC - Draft Policy
	PC - Alternatives	CC - Preferred Alternative	

Meeting legend: CC= City Council CF=Community Forum OH=Open House PC= Planning Commission

## BUILDING COMMUNITY

## MULTICULTURAL OUTREACH AND INVOLVEMENT

**PROJECT OWNER** Cathy Harrington, Office of Neighborhoods and Community Engagement

This Citizen Involvement Committee effort seeks to increase public participation from Gresham's multicultural and under-represented communities, directly engaging the community in a discussion about issues and effective strategies. Over the course of several months, the advisory committee will:

- ✦ Evaluate current outreach activities through interviews and structured conversations with City staff and community leaders
- ✦ Consider demographic trends
- ✦ Gather input on needs and new approaches
- ✦ Make recommendations

## COUNCIL ACTIONS REQUIRED

Policy direction

## OUTREACH/COMMUNICATION

Initial "conversations" will be conducted by inviting key community leaders to provide input at the monthly Citizen Involvement Committee meetings. Some of these meetings will be held at community locations (rather than City Hall) to more effectively reach diverse populations. Local leaders will be engaged to organize broader conversations with residents throughout the community.



*Latina dance performance at Artwalk*

## PROJECT TIMELINE

## 2012 QUARTERS



Meeting legend: CC= City Council CF=Community Forum OH=Open House PC= Planning Commission

## PUBLIC SAFETY ENHANCEMENT

**PROJECT OWNERS** Police Chief Craig Junginger/Fire Chief Scott Lewis

This project will develop and implement a coordinated plan for resolving chronic livability issues at some multifamily housing locations in Gresham, engaging multiple City and community partners in a focused strike against crime, graffiti, safety hazards, garbage and other concerns.

The focus of the project will be multifamily housing complexes where a documented history of problems has required a higher level of City response and resource expenditure. Target multifamily properties will be identified based on statistical and other data.

Expected public benefits are:

- ✦ Reduced police calls for service
- ✦ Improved community appearance
- ✦ Improved quality of life for residents

Collaborative, cross-departmental tactics used by the City's Broken Window Task Force to clean up single-family properties will serve as a model.

### COUNCIL ACTIONS REQUIRED

Policy direction

### OUTREACH/COMMUNICATION

Partners could include the City's Broken Window Task Force; Police Special Enforcement Team; Rental Housing Inspection Program; Landlord-Tenant Forum; Police Crime Analyst; Code Compliance; Citizen Volunteers in Policing; and Home Forward and Human Solutions. Updates will be provided to the City's Public Safety Committee.



### PROJECT TIMELINE

#### 2012 QUARTERS



Meeting legend: CC= City Council CF=Community Forum OH=Open House PC= Planning Commission

## SIGN CODE UPDATE

**PROJECT OWNER** Kia Selley, Urban Design & Planning

Gresham's Sign Code has not been significantly revised in 20 years. This project initiates an update of the code to:

- ✦ Clarify inconsistent code language
- ✦ Develop design standards and guidelines to ensure that new sign development in design districts meets design goals
- ✦ Address new technology

### COUNCIL ACTIONS REQUIRED

Policy direction on project issues

Policy direction on the project preferred alternative

Hearing on Comprehensive Plan Amendments

Enactment

### OUTREACH/COMMUNICATION

A Public Participation Plan will be developed to include:

- ✦ Planning Commission work sessions and a Planning Commission public hearing
- ✦ Design Commission work sessions
- ✦ A series of Community Forums and an Open House; stakeholder and/or focus group meetings; meetings as needed with the Developer Group and the Neighborhood Coalition
- ✦ Information on the City's website, in the GRESHAM newsletter and shared via an interested parties list and City social media channels



### PROJECT TIMELINE (PROJECT EXTENDS INTO 2014)

#### 2012 QUARTERS



Meeting legend: CC= City Council CF=Community Forum OH=Open House PC= Planning Commission



## SKATEPARK / BMX FACILITIES

**PROJECT OWNER** Bernard Seeger, Finance & Management Services

This project will develop a strategic plan and improved environment for youth-driven skatepark and BMX bike recreational facilities in Gresham including:

- ♦ A best-use strategy for current/future facilities
- ♦ Options for potential BMX bike park locations

The City's analysis will assess:

- ♦ How such recreational facilities fit into the current Park and Recreation, Trails, and Natural Areas Master Plan
- ♦ The level of support for BMX activities
- ♦ The kind of BMX facility that would best meet community needs
- ♦ Regulatory requirements
- ♦ Capital and operational funding options

### COUNCIL ACTIONS REQUIRED

Council policy direction on the City's role in BMX project

Council policy direction on siting and funding solutions

Council approval of expenditure to execute construction, as needed

### OUTREACH/COMMUNICATION

Staff will engage many of the same community groups that participated in the Parks and Recreation, Trails, and Natural Areas Master Plan planning process, including Gresham Youth Advisory Committee, Gresham Bicycle Center, etc. In addition neighborhood associations will be consulted regarding any future site proposals. All meetings will be announced via the City's website and social media channels, and in the GRESHAM newsletter.



*Waiting for a turn at the Skate Park.*

### PROJECT TIMELINE

#### 2012 QUARTERS



Meeting legend: CC= City Council CF=Community Forum OH=Open House PC= Planning Commission



## THE CHILDREN'S FOUNTAIN

**PROJECT OWNER** Steve Fancher, Department of Environmental Services

This project will continue to explore the possibility of using a federal Section 108 loan to design and construct The Children's Fountain at the Arts Plaza to strengthen the economic environment and attract visitors and new private investment to Gresham's Downtown.

This was part of the Downtown Plan Review item in the 2011 Council Work Plan.

### COUNCIL ACTIONS REQUIRED

Approval of Substantial Amendment to the Community Development Block Grant (CDBG) Consolidated Plan and Annual Plan (Resolution)

Allocation of budget authority in the Parks Capital Improvement Program for fiscal year 2012-13 to design and construct the fountain, with Section 108 loan payback anticipated through the City's annual CDBG allocation

Approval of Section 108 loan agreement

Approval of design/build contracting procedure

### OUTREACH/COMMUNICATION

The amendment to the CDBG Consolidated Plan and Annual Plan requires a public review process. It will include advertisement in the Gresham Outlook (January 2012); posting on the City's website; printed notices at City Hall's front desk and local libraries; email notification to neighborhood organizations, Gresham non-profits and the Community Development and Housing Subcommittee; and mailers to CDBG workshop participants and recipients.

If The Children's Fountain is determined to be eligible for a Section 108 loan, Council will be asked to allocate budget authority to design and construct the project as part of the fiscal year 2012-13 Capital Improvement Program. The annual budget and CIP are adopted as part of a public process.



### PROJECT TIMELINE (PROJECT EXTENDS INTO 2013)

#### 2012 QUARTERS

1	2	3	4
CC - approve Resolution & adopt Plan Amendment		CC - accept loan agreement & approve design/build contracting procedure Design & construction (extends to 2013)	

Meeting legend: CC= City Council CF=Community Forum OH=Open House PC= Planning Commission

# BUILDING COMMUNITY

GRESHAM REDEVELOPMENT COMMISSION PROJECTS

2012

## CATALYST SITE DEVELOPMENT (SOUTHEAST 187TH AVENUE AND STARK STREET)

**PROJECT OWNER** Kia Selley, Executive Director, Gresham Redevelopment Commission

This project will define Development Objectives and the preferred land-planning and development approach for the Rockwood Catalyst Site at Southeast 187th Avenue and Stark Street.

Development of the Commission-owned Catalyst Site will be the result of successful public-private partnerships with one or more private development partners, to be selected through a competitive process defined during this project. The project involves three phases:

- Updating Development Objectives that define the Commission's requirements for new development on the site. The updated Objectives will be built on previous versions that spell out the Commission's and the community's expectations for the site
- Defining options for Development Approaches, including different models for master planning and phasing of development
- Determining timing and other details of a competitive solicitation for development partners

### COMMISSION ACTIONS REQUIRED

Policy direction on updated Development Objectives

Policy direction on land-planning and development approach

Policy direction on timing of a request for development partner(s)

*The  
playground  
at the  
Catalyst site.*

### OUTREACH/COMMUNICATION

Staff will provide updates to, and solicit comment from, the Gresham Redevelopment Commission Advisory Committee, the Rockwood Business Coalition, the Development Group, the Rockwood Neighborhood Association and the Neighborhood Coalition. Staff will share information with Gresham community members via the Gresham Redevelopment Commission webpages, printed publications, social media and other communications as appropriate.



### PROJECT TIMELINE

#### 2012 QUARTERS

1	2	3	4
GRDC - Updated development objectives		GRDC/GRDCAC - Land planning & development partnering approach	
GRDCAC- Updated development objectives		GRDC - Timing of request for development partner(s)	

Meeting legend: CF=Community Forum GRDC = Gresham Redevelopment Commission  
GRDCAC = Gresham Redevelopment Commission Advisory Committee OH=Open House

## BUILDING COMMUNITY

### INDUSTRIAL DEVELOPMENT INVESTMENTS

**PROJECT OWNER** Kia Selley, Executive Director, Gresham Redevelopment Commission

This project will identify strategic investments and funding strategies to accelerate development of key industrial properties within the Rockwood-West Gresham urban renewal boundaries. Through strategic investment in public amenities including infrastructure and utilities, the project seeks to:

- Add family-wage industrial jobs
- Increase the Urban Renewal Area's tax-increment revenue collections to support additional urban renewal projects

The effort may include Capital Improvement Plan (CIP) projects.

#### COMMISSION ACTIONS REQUIRED

Commission CIP approval

#### OUTREACH/COMMUNICATION

Staff will meet with landowners, industrial brokers, potential development partners, tenants and redevelopment experts to identify urban renewal investment opportunities.

#### PROJECT TIMELINE

The project timeline is opportunity-driven, capitalizing on development proposals arising within the industrial area of the Rockwood-West Gresham Urban Renewal Area.



*The Weston  
property*

## BUILDING COMMUNITY

### ROCKWOOD PUBLIC SAFETY FACILITY

**PROJECT OWNER** Kia Selley , Executive Director, Gresham Redevelopment Commission

This project will create a new Public Safety Facility in Rockwood, fulfilling one of the goals of the Rockwood-West Gresham Urban Renewal Plan approved by voters in 2003. It will:

- Provide a welcoming and highly visible police presence in the neighborhood
- Replace and expand upon police services currently offered in the Rockwood Community Office located at Southeast 187th Avenue and Stark Street
- House a range of Police functions including support for Rockwood patrol officers and other special units or programs

Construction is scheduled for completion by the end of 2013.

#### COMMISSION ACTIONS REQUIRED

Approval of property acquisition

Policy direction on building program

Approval of alternate construction-contracting bid process

Policy direction on building and site design

Approval of construction contract



#### OUTREACH/COMMUNICATION

Staff will provide updates to, and solicit comment from, the Gresham Redevelopment Commission Advisory Committee, the Rockwood Business Coalition, the Rockwood Neighborhood Association and the Neighborhood Coalition. Information will be shared via the Urban Renewal webpages, printed publications, social media and other communication channels as appropriate.

#### PROJECT TIMELINE (PROJECT EXTENDS INTO 2013)

##### 2012 QUARTERS

1	2	3	4
GRDC- Alternate construction contracting bid process approval		GRDC - Building & site design (schematic design)	
GRDC- Building program			
GRDC - Property acquisition approval	Building & site design process	GRDC - Building & site design (design development)	

Meeting legend: CF=Community Forum GRDC = Gresham Redevelopment Commission

GRDCAC = Gresham Redevelopment Commission Advisory Committee OH=Open House

## ROCKWOOD COMMUNITY OFFICE (187TH AVENUE/STARK): OPTIONS ANALYSIS

**PROJECT OWNER** Kia Selley, Executive Director, Gresham Redevelopment Commission

This project will guide Gresham Redevelopment Commission decision-making on the future of the Rockwood Community Office building at Southeast 187th Avenue and Stark Street in Rockwood. The building is currently underutilized and will no longer be occupied by the Gresham Police Department following completion of the Rockwood Public Safety Facility in 2013.

The Options Analysis undertaken during this project will:

- Determine a menu of potential options for the building
- Assess community benefits and challenges
- Analyze resource requirements
- Evaluate each option's potential for success

### COMMISSION ACTIONS REQUIRED

Direction on preferred option

### OUTREACH/COMMUNICATION

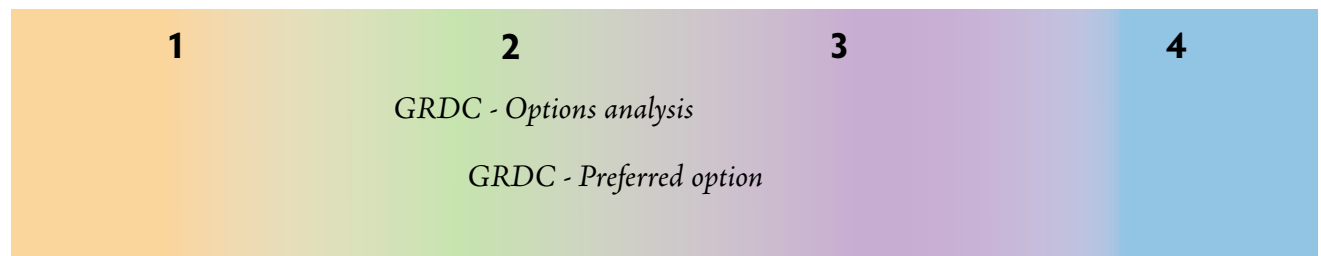
Staff will meet with Rockwood business owners, key industry professionals and interested stakeholders to solicit advice and recommendations for the future of the building. It will also provide updates to the Commission's Advisory Committee, the Rockwood Business Coalition and the Rockwood Neighborhood Association and solicit comment from those groups. Information will be provided on the City's website, in the GRESHAM newsletter and via an interested parties list and City social media channels.



Rockwood  
Community  
Office

### PROJECT TIMELINE

#### 2012 QUARTERS



Meeting legend: CF=Community Forum GRDC = Gresham Redevelopment Commission  
GRDCAC = Gresham Redevelopment Commission Advisory Committee OH=Open House



## BUILDING COMMUNITY

### ROCKWOOD COMMUNITY OFFICE: (187TH AVENUE/STARK STREET) IMPLEMENTATION

**PROJECT OWNER** Kia Selley, Executive Director, Gresham Redevelopment Commission

This project will implement the preferred option selected by the Commission for the future of the Rockwood Community Office building. For related information, see the Rockwood Community Office Options Analysis Project on page 23.

#### COMMISSION ACTIONS REQUIRED

Direction on implementation

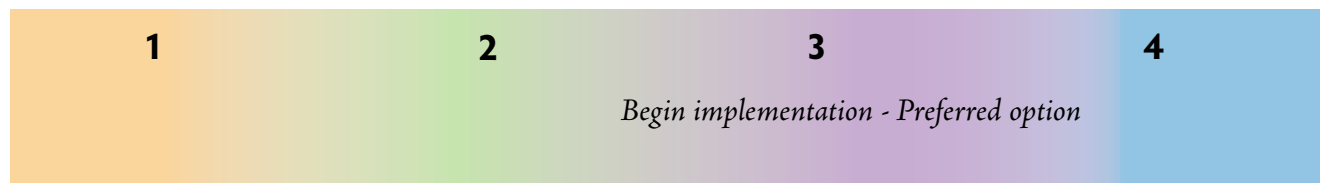
#### OUTREACH/COMMUNICATION

An outreach and communication strategy will be determined following Commission direction on the preferred option. Staff will provide updates to, and solicit comment from, the GRDC Advisory Committee, the Rockwood Business Coalition and the Rockwood Neighborhood Association. Information will be provided on the City's website, in the GRESHAM newsletter and via the City's interested parties list and social media channels.



#### PROJECT TIMELINE

##### 2012 QUARTERS



Meeting legend: CF=Community Forum GRDC = Gresham Redevelopment Commission  
GRDCAC = Gresham Redevelopment Commission Advisory Committee OH=Open House



## URBAN RENEWAL AREA PEDESTRIAN IMPROVEMENTS

**PROJECT OWNERS** Kia Selley, Executive Director, Gresham Redevelopment Commission  
John Dorst, Gresham Department of Environmental Services  
Transportation Division

This project provides sidewalk on Southeast 182nd Avenue south of Stark Street for approximately 500 feet to connect to existing Portland Lutheran School sidewalk and significantly improve the area's walkability. It completes a pedestrian link from Stark to Yamhill Street in the Rockwood Town Center, an area with significant pedestrian traffic. A federal Community Development Block Grant will be pursued to support the project.

### ACTION REQUIRED

Council approval of the Urban Renewal Capital Improvement Program during the 2012-13 budget process

### OUTREACH/COMMUNICATION

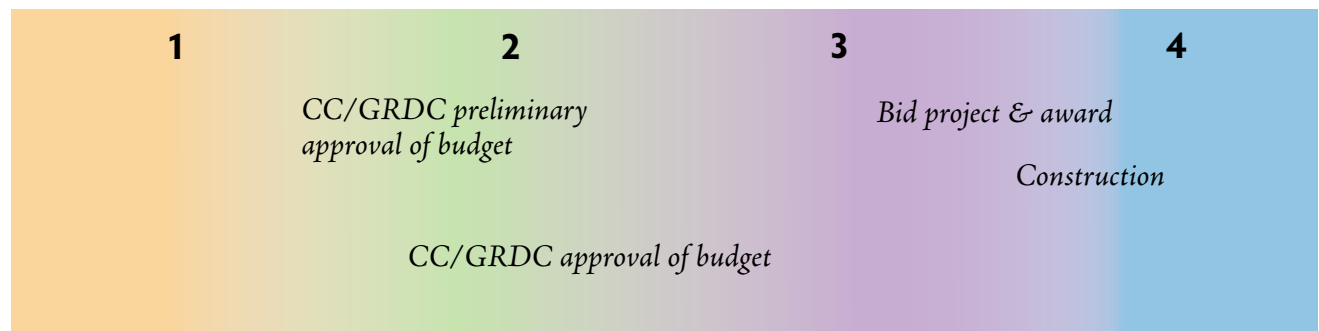
Outreach for this limited-scope project will involve the Gresham Redevelopment Commission Advisory Committee, the Rockwood Business Coalition, neighborhood associations and property owners.



*Pedestrian  
crossing at  
179th and  
Stark*

### PROJECT TIMELINE

#### 2012 QUARTERS



Meeting legend: CF=Community Forum GRDC = Gresham Redevelopment Commission  
GRDCAC = Gresham Redevelopment Commission Advisory Committee OH=Open House

# REALIZING OPPORTUNITY

COUNCIL WORK PLAN PROJECTS

2012

## DEVELOPMENT COMPETITIVENESS

**PROJECT OWNER** Steve Fancher, Department of Environmental Services

Today's economy and recent changes in lending practices by financial institutions present significant challenges to development that did not exist in past years. This project will:

- ♦ Review the public infrastructure requirements of the City's Development Code for barriers
- ♦ Propose modifications to address any obstacles while protecting City and community interests

### COUNCIL ACTIONS REQUIRED

Policy direction on project issues and preliminary alternatives

Policy direction on the project preferred alternatives

Public hearing on Code changes

Enactment of Code changes

### OUTREACH/COMMUNICATION

A Public Participation Plan will be developed to include:

- ♦ Meetings with the Home Builders Association of Metropolitan Portland
- ♦ A Planning Commission public hearing
- ♦ Public meetings with stakeholders such as the Developer Group and the Neighborhood Coalition
- ♦ Information on the City's website and in the GRESHAM newsletter



### PROJECT TIMELINE

#### 2012 QUARTERS



Meeting legend: CC= City Council CF=Community Forum OH=Open House PC= Planning Commission

## REALIZING OPPORTUNITY

## FUTURE OF CITY-OWNED FACILITIES

**PROJECT OWNER** Bernard Seeger, Finance & Management Services

This project will create a protocol for lifecycle management of City-owned facilities. It will outline due diligence procedures and guide a discussion with Council regarding the future/disposition of the 150 W. Powell Building. This 1950s-era facility is the former Gresham City Hall that for many years since has served as Gresham's only County courthouse facility. In 2012, the courthouse staff will move to a new building in Rockwood, prompting this 2012 review of future use and tenancy at 150 W. Powell.

Proposals for 150 W. Powell will address:

- An agreeable solution for all current tenants
- Operational and/or capital costs associated with different options
- Community input on future use/disposition
- Degree of complexity to implement
- Risk/obstacles to achieving a potential solution

## COUNCIL ACTIONS REQUIRED

Policy direction

Policy direction on preferred proposal

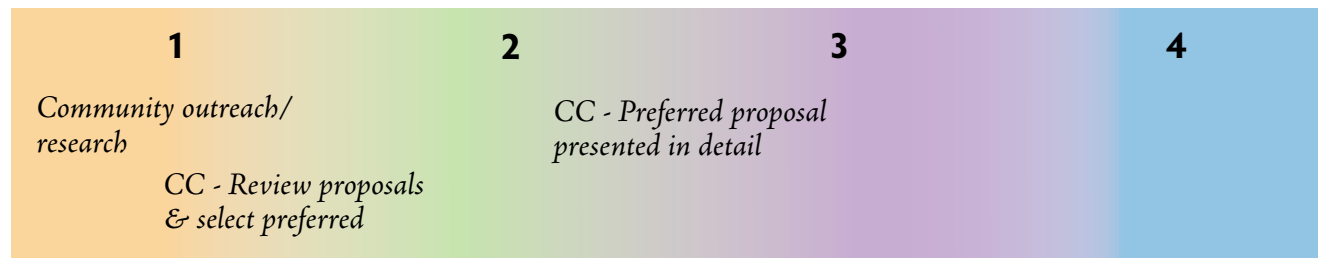
Approval of expenditure and direction to execute project

## OUTREACH/COMMUNICATION

Staff will engage the VFW association, as well as neighborhood associations, to gain feedback. All meetings will be announced via the City's traditional communication tools including its website, social media channels and the GRESHAM newsletter.

## PROJECT TIMELINE

## 2012 QUARTERS



Meeting legend: CC= City Council CF=Community Forum OH=Open House PC= Planning Commission

## INDUSTRIAL COMPETITIVENESS

**PROJECT OWNERS** Janet Young/Emily Randel, Economic Development Services

This project will identify actions the City can take to make Gresham the most competitive location in the Metro region and beyond for industrial development, comparing current processes and costs against competitor jurisdictions. The review, informed by input from external stakeholders, will include:

- ✦ Comparisons of permit costs, and system development charge and utility rate methodologies
- ✦ Comparisons of permit processing procedures and timing
- ✦ Recommendations for process improvements

### COUNCIL ACTIONS REQUIRED

Council policy direction on items that can be immediately implemented, and those appropriate for the 2013 Council Work Plan

### OUTREACH/COMMUNICATION

Staff will publicize the project on the City website and request input from and share project information with external stakeholders including:

- ✦ Neighborhood Coalition; and individual neighborhood associations, if requested
- ✦ Brokers/developers
- ✦ Site selectors
- ✦ Architects, engineers, construction professionals
- ✦ Industrial companies that have recently developed in Gresham and/or selected competitor jurisdictions



*The MedCure facility during construction.*

## PROJECT TIMELINE

### 2012 QUARTERS

1	2	3	4
CC/PC - Briefings on project scope, goals, scenarios for comparison & list of comparison jurisdictions	Consulting firm conducts comparison of competitor jurisdictions	CC- Review consultant work & alternatives	CC - Preferred alternatives

Meeting legend: CC= City Council CF=Community Forum OH=Open House PC= Planning Commission

## LEGISLATIVE PRIORITIES

**PROJECT OWNER** Ron Papsdorf, Government Relations Director

This project will focus on the identification and coordination of State and Federal legislative advocacy for the 2013 State Legislative Session and 2012 Federal Congressional Session. In partnership with Council, Staff will work to advocate on the City's behalf and will periodically update Council on key issues, activities and status during 2012.

Council may be asked to provide staff direction and/or adopt supplemental positions on unanticipated legislative issues. The City will retain the services of a consulting firm to further its positions and interests with Congress and Federal agencies.

### COUNCIL ACTIONS REQUIRED

Policy direction on 2012 Legislative Priorities

Policy direction on 2013 Legislative Priorities

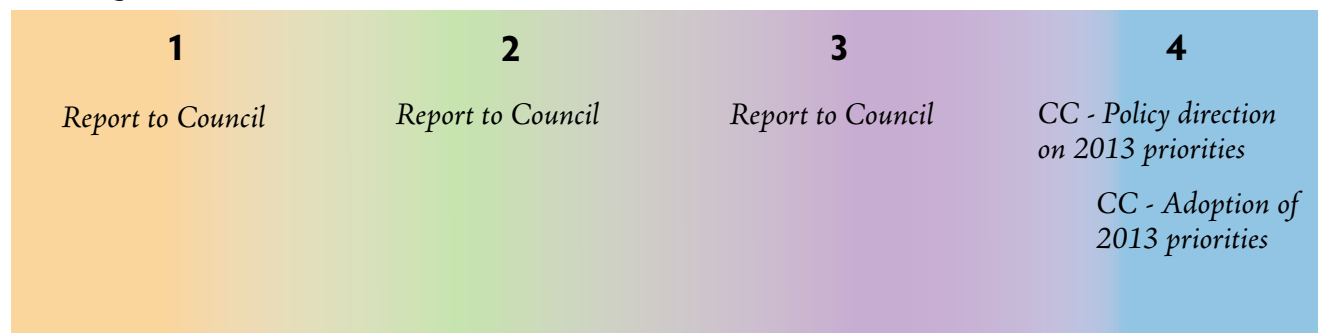
Decision on adoption of 2013 Priorities

### OUTREACH/COMMUNICATION

The City's adopted priorities and advocacy efforts will be coordinated with other interest groups as appropriate through meeting presentations, email notifications and discussion. Interest groups may include the Gresham Area Chamber of Commerce, East Metro Economic Alliance, Neighborhood Coalition and others.

## PROJECT TIMELINE

### 2012 QUARTERS



Meeting legend: CC= City Council CF=Community Forum OH=Open House PC= Planning Commission

## REGIONAL / MULTNOMAH COUNTY ISSUES AGENDA

**PROJECT OWNER** Ron Papsdorf, Government Relations Director

This project supports the Council's regional and Multnomah County intergovernmental priorities by identifying and reviewing significant regional and county issues and developing positions and strategies. Possible issues in 2012 include:

- ✦ Metro planning initiatives
- ✦ Regional economic development initiatives
- ✦ Local and regional infrastructure funding initiatives
- ✦ County service delivery
- ✦ Housing

### COUNCIL ACTIONS REQUIRED

Policy direction on 2012 Regional/Multnomah County Issues

Policy direction on 2013 Regional/Multnomah County Issues

Decision on adoption of 2013 Regional/Multnomah County Issues

*Looking east  
toward Mt.  
Hood  
© Bruce  
Forster*

### OUTREACH / COMMUNICATION

The City's adopted priorities and advocacy efforts will be coordinated with other interest groups as appropriate through meeting presentations, email notifications and discussion. Interest groups may include the Gresham Area Chamber of Commerce, East Metro Economic Alliance, Neighborhood Coalition and others.



### PROJECT TIMELINE

#### 2012 QUARTERS

1	2	3	4
<i>Report to Council</i>	<i>Report to Council</i>	<i>Report to Council</i>	<i>CC - Policy direction on 2013 priorities</i>
			<i>CC - Adoption of 2013 priorities</i>

Meeting legend: CC= City Council CF=Community Forum OH=Open House PC= Planning Commission



## SMALL BUSINESS ASSISTANCE / INCENTIVES

**PROJECT OWNER** Eric Schmidt, Community Development

This project extends City-sponsored financial incentives for small business that were originally adopted by Council in April 2010 to combat vacancy rates and boost the local economy. The Garage-to-Storefront Incentive waives development charges for qualifying businesses of 5,000 square feet or less in the Downtown, Central Rockwood and Civic Neighborhood commercial districts. The Initial Business License Incentive waives the first-year business license fee for businesses of 5,000 square feet or less that move into an existing commercial vacancy.

- The incentives, which were set to expire Dec. 31, 2011, will now extend until Dec. 31, 2012
- Additional small business assistance opportunities within the three designated zones will be assessed and pursued as directed by Council

### COUNCIL ACTIONS REQUIRED

Council policy direction and approval of any new program elements

### OUTREACH/COMMUNICATION

This project will include outreach to key business stakeholders such as the Gresham Area Chamber of Commerce, the Gresham Downtown Development Association and the Rockwood Business Coalition. Staff will continue to host small business educational forums several times a year and publicize the City's small-business support efforts on the City website and through earned/promoted media.



*Taking a break  
at the Hoppy  
Brewer Beer  
Garden.*

### PROJECT TIMELINE

#### 2012 QUARTERS



Meeting legend: CC= City Council CF=Community Forum OH=Open House PC= Planning Commission

## TRADEMARK GRESHAM

**PROJECT OWNER** Robin Franzen Parker, Office of Governance & Management

This project will pursue cost-effective and strategic marketing approaches for the City.

Responding to input from Council, Trademark Gresham will:

- Better define a variety of marketing approaches (multimedia production, branding, etc.) and associated costs
- Implement, at Council's direction, targeted marketing investments designed to sharpen the City's reputation and brand identity within the region
- Provide information to a regional or larger audience about the economic, social and cultural opportunities that exist in Oregon's fourth-largest city
- Build on the 2011 Work Plan item on Strategic Planning for Communications, and more specifically, the "Gresham is..." initiative that engaged the public in a community-inspired promotional video project
- Engage Council and the business community as part of the creative process

### COUNCIL ACTIONS REQUIRED

Direction

### OUTREACH/COMMUNICATION

Updates and opportunities for input will be provided to the Citizen Involvement Committee and other advisory and community groups at key stages.

### PROJECT TIMELINE

This project will include regular updates to Council. At Council direction, the project could extend beyond 2012 into future years.



# PRACTICING SUSTAINABILITY

COUNCIL WORK PLAN PROJECTS

2012

# HOGAN BUTTE NATURE PARK

**PROJECT OWNER** Steve Fancher, Department of Environmental Services

This project will review the adopted Hogan Butte Nature Park Master Plan and identify changes needed to address a landslide that occurred in 2009. A revised cost estimate for the Nature Park project will be prepared and mechanisms for funding will be explored and discussed with Council.

The City, in partnership with Metro, has sought to develop this open space into a premiere nature park for the region, including views of five Cascade volcanoes, (Mount St. Helens, Mount Adams, Mount Hood, Mount Jefferson and Mount Rainier), and the Columbia River Gorge.

## COUNCIL ACTIONS REQUIRED

Policy direction regarding revised cost estimate and funding options

## OUTREACH/COMMUNICATION

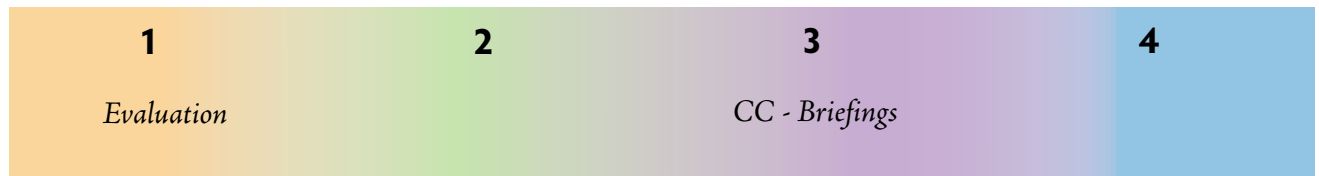
If Council recommends moving forward with one of the presented funding mechanisms, an associated public process would occur as part of a Supplemental Budget item to be approved by Council. This would occur during fiscal year 2012-13, or the annual budget and Capital Improvement Program adoption process for fiscal year 2013-14.



View of Mt. Hood from Hogan Butte Nature Park

## PROJECT TIMELINE

### 2012 QUARTERS



Meeting legend: CC= City Council CF=Community Forum OH=Open House PC= Planning Commission

## LONG-TERM REVENUE ROADMAP

**PROJECT OWNER** Erik Kvarsten, City Manager, Office of Governance & Management

This project maps out a framework and timeline for bringing a variety of funding initiatives to Council for consideration. It will address short- and long-term funding initiatives to maintain and rebuild core services including:

- ✦ Police
- ✦ Fire
- ✦ Parks
- ✦ Roadways

The effort continues work launched in 2011 as the Funding Initiatives Strategy and the Residential Streets Strategy and incorporates funding issues identified by stakeholder groups in 2010 and 2011. The City has taken significant steps in recent years to stabilize services yet its long-term financial position is hampered by a frozen, state-mandated property tax rate that is among the lowest in Oregon.

Information will be developed to better communicate our current financial condition and to define the scope and timing of future capital and operating requests, based on need, urgency, public engagement requirements and other logistical considerations.

### COUNCIL ACTIONS REQUIRED

Policy direction on alternatives and next steps

### OUTREACH / COMMUNICATION

Recommendations made previously by Council Citizen Advisory Committees (CCACs) and task forces regarding funding will be considered. Input from Finance Committee and other CCACs, Neighborhood Associations and other stakeholder groups will be sought during roll-out of the Revenue Roadmap. Information about revenue options under consideration will be shared with the public through the media, the GRESHAM newsletter, the City website and other channels.



*Main City Park*

### PROJECT TIMELINE

#### 2012 QUARTERS



Meeting legend: CC= City Council CF=Community Forum OH=Open House PC= Planning Commission

## TRANSPORTATION SYSTEM PLAN UPDATE

**PROJECT OWNER** Katherine Kelly, Department of Environmental Services  
Transportation Division

The Transportation System Plan (TSP) is a state-required and regulated document. This TSP project updates a multi-modal transportation plan that forecasts over a 20-year horizon and supports short- and long-term regional and City goals, including:

- Livability
- Economic development
- Transportation options
- Safety
- Environmental quality

Outcomes of the TSP process include:

- An updated list of transportation projects
- Funding options and mechanisms

### COUNCIL ACTIONS REQUIRED

Policy direction on updates to existing TSP policies

Policy direction to select a final list of projects and funding options

Public hearing on Plan Amendments (Ordinance)

Enactment of Ordinance



*Bike riders use the Gresham-Fairview Trail for commuting and recreation.*

### OUTREACH / COMMUNICATION

This project's Public Participation Plan was adopted in September 2010 and includes:

- City Council and Planning Commission policy sessions, work sessions and hearings
- Staff work and coordination with regional partners, the Transportation Subcommittee, stakeholders, Freight and Active Transportation focus groups, the Neighborhood Coalition and Neighborhood Associations
- Open Houses, including an event on July 26, 2011, and another scheduled for Fall 2012
- A project webpage including draft text, maps and project lists that will be available for public comment and review
- Information alerts about public meetings and opportunities for comment via the City's social media channels

### PROJECT TIMELINE (PROJECT EXTENDS INTO 2013)

2012 QUARTERS	1	2	3	4
	PC - East Metro Connections Plan findings, project list, funding	Outreach - Policies, project list, funding, maps	CC - Policies & classifications	CF - Policies, project list & funding
	CC - East Metro Connections Plan findings, project list, funding	PC - Policies & classifications	PC - Project list & funding	CC - Project list & funding

Meeting legend: CC= City Council CF=Community Forum OH=Open House PC= Planning Commission

CITY OF GRESHAM

[GRESHAMOREGON.GOV](http://GRESHAMOREGON.GOV)